



**Trust Headquarters**

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[www.shsc.nhs.uk](http://www.shsc.nhs.uk)

19<sup>th</sup> November 2014

Dear Mr Quinn,

**Reference for Meridian Productivity Limited**

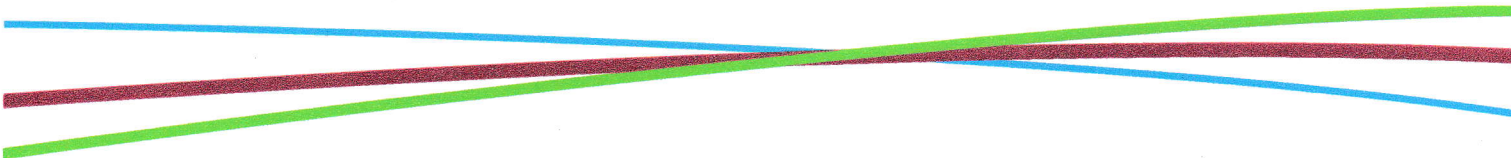
I am pleased to provide a reference for Meridian Productivity following the completion of an 18 week project in our Inpatient Ward Services. Meridian have been working with the Trust since July 2014, focusing on our Adult Inpatient Mental Health Services to reduce occupancy and length of stay through an increased management control over the delivery of therapeutic care on the inpatient wards.

Meridian have developed and installed a bespoke management control system working with our staff, managers and Directors which has allowed our managers to systematically identify and manage the delivery of each patient's care plan. This consisted of setting out specifically what treatment was appropriate (in both volume and time), when and who is responsible for delivery, the ability to match the right resources to deliver it and equipping managers with the tools to understand where and why variations to the plan arose.

This new system has helped the Trust to achieve the following results:

- A reduction in average length of stay from 47 days to 31.6 days.
- Our lowest recorded levels of Bed Occupancy in over two years with a record low of 81.9%.
- In excess of 10 free beds daily for the duration of the project.
- A common systematic daily way of working across all wards.
- The installation of a systematic way of calculating staffing requirements needed to meet patient needs using real data.
- The redeployment of staff to meet patient demands across multiple sites.
- The scheduling, assigning and follow-up of OT, psychology and nursing time.
- The mothballing of 4 beds on our Older Adults wards in line with Trust Strategic Objectives creating a financial gain and the opening up of more nursing time to spend with patients.
- An annualised financial improvement of £3,389,186 based on a reduction in bed days used on the adult inpatient wards.

In addition to the above, there has been no increase in re-admission rates which indicates that our patients are receiving appropriate levels of care and quality service.



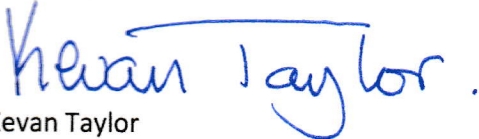
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Meridian's process of working with our staff was very professional and thorough. They held multiple group workshop sessions to discuss the remit, state and plans of the project with all Inpatient Leads in order to allow all professionals to positively contribute and input which ensured that all Directorate needs were met. Furthermore, Meridian held 1:1 sessions to provide training and support with staff which targeted all aspects of the project in more detail.

Working with Meridian has been a very positive experience for the organisation. We have already engaged them on a second piece of work and highly recommend them to other organisations to achieve real results.

Yours sincerely,



Kevan Taylor  
(Chief Executive Officer),



Paul Robinson  
(Executive Director of Finance)



Liz Lightbown  
(Chief Operating Officer / Chief Nurse)

